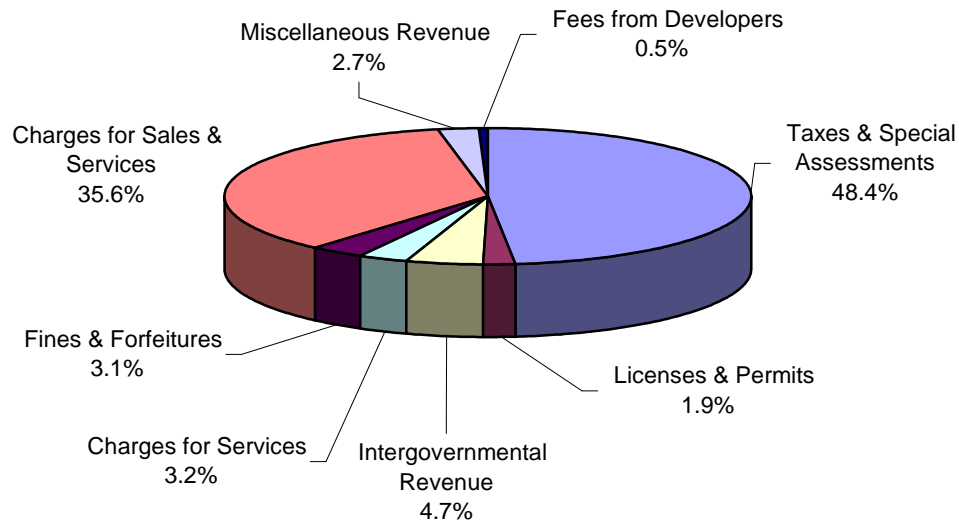
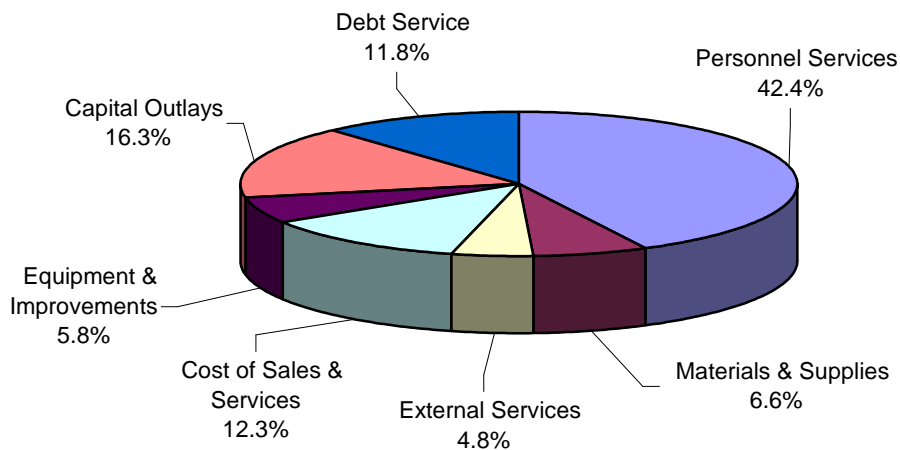


# **BUDGET SUMMARY**

## Consolidated Financing Sources FY 2011



## Consolidated Financing Uses FY 2011



**Budget Summary****Consolidated Budget**

<b>SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Approved</b>
<b>Financing Sources:</b>					
Taxes & Special Assessments	\$ 40,719,450	\$ 44,069,845	\$ 41,320,496	\$ 41,395,005	\$ 41,154,679
Licenses & Permits	2,748,928	2,692,112	2,211,421	1,833,537	1,623,100
Intergovernmental Revenue	5,828,135	8,337,754	11,983,053	11,300,656	3,980,219
Charges for Services	2,433,425	2,592,779	3,083,704	2,635,688	2,761,179
Fines & Forfeitures	3,070,564	2,939,116	2,938,222	2,585,119	2,636,000
Charges for Sales & Services	27,055,917	29,646,445	29,791,686	30,250,549	30,278,876
Bond Proceeds	-	41,642,793	11,040,000	7,000,000	-
Miscellaneous Revenue	8,717,375	8,203,281	14,316,146	2,669,249	2,279,079
Fees from Developers	2,108,322	1,643,221	1,237,167	480,780	388,500
<b>Total Financing Sources</b>	<b>92,682,116</b>	<b>141,767,346</b>	<b>117,921,895</b>	<b>100,150,583</b>	<b>85,101,632</b>
<b>Financing Uses:</b>					
Personnel Services	33,996,850	36,617,010	37,855,319	37,440,566	37,919,571
Materials & Supplies	5,163,129	5,767,087	5,261,263	6,026,437	5,895,264
External Services	3,228,812	3,744,137	3,974,610	4,504,341	4,303,253
Cost of Sales & Services	9,234,152	10,313,841	10,847,688	10,813,263	10,997,305
Equipment & Improvements	1,619,211	36,667,050	12,073,439	12,737,686	5,198,429
Capital Outlays	25,984,376	30,527,644	38,610,504	49,098,801	14,520,405
Debt Service	8,375,055	10,402,788	10,074,792	4,053,321	10,498,752
Bond Refunding	3,251,000	-	-	6,960,000	-
<b>Total Financing Uses</b>	<b>90,852,585</b>	<b>134,039,557</b>	<b>118,697,615</b>	<b>131,634,415</b>	<b>89,332,979</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>\$ 1,829,531</b>	<b>\$ 7,727,789</b>	<b>\$ (775,720)</b>	<b>\$ (31,483,832)</b>	<b>\$ (4,231,347)</b>

**Notes to the Consolidated Budget Schedule**

**Internal Services and Transfers** - The consolidated schedule attempts to eliminate double counting, and therefore it excludes internal services charges both as financing uses in the departments and as revenue in the internal service funds. By so doing, the costs of internal services such as fleet, information services, and risk management are broken out into individual components such as personnel, materials & supplies, capital outlays, etc. The consolidated schedule also excludes all interfund transfers.

**Capital Outlays** - The capital outlays line includes all operating and non-operating capital outlays as well as all capitalized labor, materials, and supplies. As a result, the personnel services line includes all salary and benefit costs except those that have been capitalized which are \$1,193,788 for FY 2011. Capitalized material and supplies total \$31,998. Capitalized internal services are omitted to avoid double counting.

**Capital Carryovers** - Each year, any unspent appropriation for capital projects is reappropriated in the next year. The City Council holds a public hearing before approving these carryovers in a meeting usually scheduled at the beginning of October. The FY 2010 estimated column is the FY 2010 budget plus any revisions made during the year including the capital project carryovers. The \$49,098,801 shown on the capital outlay line for FY 2010 includes \$21,623,559 that was reappropriated from the prior year. At the close of FY 2010, any remaining appropriation will be reappropriated in FY 2011.

**Debt Service** - The FY 2011 debt service line includes \$4,665,000 used to retire current debt.

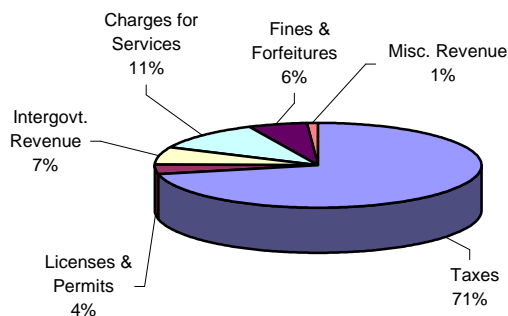
**Excess/Deficiency** - The line item labeled "Excess (Deficiency) of Financing Sources over Financing Uses" represents a budgeted increase in fund balance in the case of excesses, and usage of beginning fund balance in the case of a deficiency. As explained above, the FY 2010 deficit is attributable to the capital projects carryover which is essentially the usage of beginning fund balance.

# Budget Summary

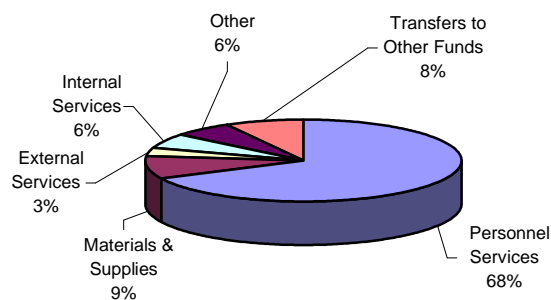
# Fund 1 - General

Summary	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Approved
<b>Financing Sources:</b>					
Taxes	\$ 34,387,924	\$ 34,882,240	\$ 32,416,826	\$ 31,798,156	\$ 32,206,758
Licenses & Permits	2,748,928	2,692,113	2,211,420	1,574,137	1,623,100
Intergovernmental Revenue	3,434,697	3,690,894	3,251,045	3,206,761	3,083,920
Charges for Services	3,847,242	4,044,556	4,567,023	4,469,675	4,937,588
Fines & Forfeitures	2,874,778	2,917,276	2,933,124	2,586,032	2,636,000
Miscellaneous Revenue	653,150	416,289	525,116	407,911	449,668
Transfers In From Other Funds	40,000	40,000	241,122	870,160	40,000
Transfers From Reserves	-	21,299	153,878	-	-
<b>Total Financing Sources</b>	<b>47,986,719</b>	<b>48,704,667</b>	<b>46,299,554</b>	<b>44,912,832</b>	<b>44,977,034</b>
<b>Financing Uses:</b>					
Personnel Services	27,655,067	29,647,831	30,642,598	30,124,549	30,579,044
Materials & Supplies	3,700,937	4,326,938	4,055,835	4,043,436	3,973,480
External Services	1,326,611	1,551,308	1,487,557	1,591,978	1,511,911
Internal Services	2,473,177	2,563,538	2,529,388	2,697,032	2,679,922
Grants	9,466	79,872	1,602	26,000	-
Equipment & Improvements	479,866	662,926	922,228	126,524	123,159
Contingency	-	-	-	63,736	168,736
Capitalized Internal Services	1,348,847	1,490,100	1,223,139	1,176,000	1,176,000
Capital Outlays	911,968	371,508	742,364	1,255,594	1,255,594
Transfers to Other Funds	9,277,625	7,986,844	4,944,686	3,808,304	3,633,082
Transfers From Reserves	177,627	-	-	-	-
<b>Total Financing Uses</b>	<b>47,361,191</b>	<b>48,680,865</b>	<b>46,549,397</b>	<b>44,913,153</b>	<b>45,100,928</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>625,528</b>	<b>23,802</b>	<b>(249,843)</b>	<b>(321)</b>	<b>(123,894)</b>
<b>Fund Balance - Beginning</b>	<b>4,897,087</b>	<b>5,522,615</b>	<b>5,546,417</b>	<b>5,296,574</b>	<b>5,296,253</b>
<b>Fund Balance - Ending</b>	<b>\$ 5,522,615</b>	<b>\$ 5,546,417</b>	<b>\$ 5,296,574</b>	<b>\$ 5,296,253</b>	<b>\$ 5,172,359</b>

## Financing Sources



## Financing Uses



# Budget Summary

# Fund 1 - General

Financing Sources	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Approved
<b>Taxes &amp; Special Assessments</b>					
3111 General Property Taxes	\$ 7,185,286	\$ 7,233,667	\$ 7,184,089	\$ 7,504,320	\$ 7,600,000
3112 General Sales & Use Taxes	19,286,918	19,746,003	17,109,760	16,131,942	16,436,858
3113 Franchise Taxes	7,091,234	7,145,328	7,382,659	7,449,041	7,469,900
3115 Motor Vehicle Fee	824,486	757,242	740,318	712,853	700,000
<b>Licenses &amp; Permits</b>					
3121 Business Licenses & Permits	834,893	917,104	913,760	900,838	900,000
3122 Building Permits	1,837,164	1,685,852	1,203,379	576,477	622,500
3123 Animal Licenses	38,083	36,567	38,465	40,159	40,600
3124 Road Cut Permits	38,788	52,590	55,816	56,663	60,000
<b>Intergovernmental Revenue</b>					
3131 Federal Grants	33,822	91,522	16,831	32,250	-
3132 State Grants	3,292,555	3,391,052	2,955,894	2,896,191	2,805,600
3133 County Grants	8,320	8,320	8,320	8,320	8,320
3134 Local Grants	100,000	200,000	270,000	270,000	270,000
<b>Charges for Services</b>					
3141 Administrative Charges	1,705,077	1,774,104	1,931,193	2,067,801	2,196,409
3142 Public Safety Fees	1,677,532	1,867,436	2,334,681	2,125,109	2,040,700
3143 Public Works Fees	12,383	1,935	755	2,530	3,000
3144 Parks & Cemetery Fees	142,932	153,091	164,838	158,677	165,000
3145 Community Development Fees	259,324	192,803	82,823	69,727	85,000
3149 Other Services & Fees	49,994	55,187	52,733	45,831	447,479
<b>Fines &amp; Forfeitures</b>					
3151 Court Fines	2,708,124	2,765,120	2,781,056	2,440,590	2,481,500
3152 Dog Fines	24,113	27,681	26,206	26,572	27,500
3153 Court Surcharge	142,541	124,475	125,862	118,870	127,000
<b>Miscellaneous Revenue</b>					
3161 Interest Income	472,296	206,103	222,151	18,601	33,800
3162 Cell Tower Leases	123,977	171,149	170,459	245,523	330,868
3169 Sundry	56,877	39,037	132,506	143,787	85,000
<b>Transfers In From Other Funds</b>	40,000	40,000	241,122	870,160	40,000
<b>Total Financing Sources</b>	<b>\$ 47,986,719</b>	<b>\$ 48,683,368</b>	<b>\$ 46,145,676</b>	<b>\$ 44,912,832</b>	<b>\$ 44,977,034</b>
<b>Transfers to Other Funds</b>					
44124 Recreation Fund	259,148	270,825	270,497	275,039	270,976
44125 Community Events & Arts Fund	359,089	468,220	482,400	465,576	375,284
44126 Sandy Arts Guild Fund	93,547	187,475	194,702	196,297	297,674
441270 Electric Utility Fund	580,234	1,017,276	728,020	702,129	706,788
44131013 Justice Court Building Bonds	245,665	201,524	230,132	280,229	280,229
44131014 20th East Corridor Acquisition	2,163,990	-	-	-	-
44131017 2008 Soccer Stadium Bonds	-	-	197,574	218,035	218,035
4413102 City Hall Bonds	443,877	439,234	449,162	437,525	434,900
4413103 Municipal Buildings Bonds	-	1,374,201	721,871	-	-
4413104 Section 108 Loan	-	-	7,478	-	-
4413108 1996 Road Bonds	109,116	-	-	-	-
44141 Capital Projects - Gen. Rev. Fund	4,124,371	3,760,443	1,068,042	85,000	-
4414601 Capital Projects - State Rd. Fund	898,588	267,646	594,808	1,148,474	1,049,196
<b>Total Transfers to Other Funds</b>	<b>\$ 9,277,625</b>	<b>\$ 7,986,844</b>	<b>\$ 4,944,686</b>	<b>\$ 3,808,304</b>	<b>\$ 3,633,082</b>

## GOALS & OBJECTIVES

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Sandy City has adopted the following mission statement:

*“Working together to enhance the quality of life in our community”*

Consistent with this mission, the FY 2010-11 budget reflects the input of numerous individuals and groups, including the Mayor, the City Council, citizens, the Chief Administrative Officer, department heads, budget staff, and others. This section outlines eight areas of focus that have shaped budgetary decisions for this fiscal year in efforts to enhance the quality of life for Sandy citizens. It also includes a summary of results from the citizen survey about the overall direction of the city and citizen priorities.

### **FY 2010-11 GOALS AND BUDGET ISSUES**

#### **1) Maintain and improve basic core municipal services**

- Maintain current tax rates.
- Adjust user fees only as justified by cost increases that otherwise would require subsidization with tax revenue.
- Avoid rapid ongoing growth by funding one-time needs with current ongoing money.
- Continue to set aside money in fund balance for financial security.
- Balance taking care of current employees with adding new employees only to maintain service levels expected by citizens.
- Enforce traffic laws for safe travel and safe neighborhoods.

#### **2) Maintain integrity of residential neighborhoods and preserve property values**

- Find innovative ways to support and preserve neighborhoods and address absentee landlords and vacant properties.
- Continue the neighborhood preservation initiative.

#### **3) Preserve and improve public infrastructure and transportation systems**

- (Public Utilities) Help make streets and neighborhoods safe through adequate street lighting.
  - Complete installation of streetlights as prioritized in the Street Light Master Plan.
  - Transfer cell tower lease revenue from the water fund to the electric utility fund in order to facilitate additional street light projects and to cover increasing power costs.
- (Police) Continue mesh node camera system implementation.
- (Public Works) Continue to design and install traffic calming devices and projects that have a measurable impact on traffic speed and safety.
- (Public Works) Prepare for additional ADA and environmental regulations.
- (Public Works) Continue to fund overlay, sidewalk maintenance, and slurry seal at a level that maintains a high level of service and recognizes the increasing costs of materials.
- Continue the sidewalk maintenance / replacement program.
- (Public Works) Continue to fund major transportation projects in order to handle continually increasing traffic loads. [1300 East Reconstruction (Match), 2000 East from Sego Lily to 9800 South and from 10600 South to Wasatch Boulevard, and 10600 South from 1300 East to 1750 East (Match).]
- Secure a supply of quality water adequate to satisfy needs for generations to come.
  - (Public Utilities) Continue to secure irrigation water rights when available and preserve our right to Utah Lake System water.
  - (Public Utilities) Continue to fund the capital assessment from Metro.
- Continue to implement the water master plan.
  - (Public Utilities) Continue to replace mainlines throughout the community at the level recommended in the master plan.
  - (Public Utilities) Increase the capacity of the water system by building a second tank at the Hand Tank site.

- Protect homes and businesses from flooding caused by storms.
  - (Public Utilities) Complete projects funded by the 2009 storm water bond.

**4) Preserve and expand existing businesses / seek new clean commercial businesses**

- (Economic Development) Develop a process for property management and disposal.
- (Economic Development) Negotiate a development agreement for the area west of the promenade.

**5) Develop and improve the city's recreational trails and increase recreational opportunities (i.e. provide park and green spaces for recreational activities and to enhance the environment)**

- (Parks) Construct Quail Hollow Park based on phasing plan.
- Maintain / renovate existing parks and facilities.
- Continue to implement the trails master plan.

**6) Develop and maintain community facilities**

- Seek funding for Community Centers.
- Work with Salt Lake County to expand the Sandy Library.
- (Parks) Develop a construction plan for the renovation of the Parks & Recreation Building / Community Center and Alta Canyon Recreation / Community Center.
- (Parks) Design cemetery expansion according to our master plan.
- (Admin) Continue to fund the capital plan for long-term maintenance of city facilities.
- (Public Utilities) Continue to improve the newly acquired Public Utilities operations building.
- (Public Works) Evaluate the addition of a waste transfer station.
- (Public Works) Improve city parking lot maintenance.

**7) Strengthen communications with citizens, businesses, and other institutions**

- (Admin) Continue to improve the city website, newsletter, e-government / online payment services, and online interactive maps.
- (Police) Improve business watch program.

**8) Maintain a highly qualified employee workforce**

- Address benefit issues such as retirement and health insurance.

## CITIZEN PRIORITIES

The following is a summary of responses to questions about the overall direction of the city and citizen prioritization of issues facing the city. Dan Jones and Associates conducts this survey annually (with the exception of FY 2006 when the survey was not conducted). The results provide valuable feedback on current operations and input on the city's policy direction. Only issues and improvements that received a response rate of 2% or greater have been included. Additionally, selected results from the survey are found throughout this book in the departmental sections.

Measure (Fiscal Year)	2006	2007	2008	2009	2010
<b>What is the one major improvement that you would like to see in the next five years that would make living in Sandy City better for you?</b>					
Better traffic control	N/A	13%	6%	7%	9%
Road improvement	N/A	16%	11%	9%	7%
Lower taxes	N/A	4%	4%	4%	6%
More parks / open space / recreation	N/A	8%	6%	6%	5%
Miscellaneous city council / government issues	N/A	2%	2%	3%	5%
Empty retail spaces / vacancy	N/A	3%	2%	2%	4%
Finish roads / no more road construction	N/A	--	4%	3%	3%
Transportation / TRAX / buses	N/A	3%	<1%	3%	3%
Better police protection / more police	N/A	3%	2%	2%	3%
Nothing / it is good now	N/A	1%	2%	1%	3%
Beautification / clean up city	N/A	1%	4%	2%	2%
More schools / money to schools / school issues	N/A	4%	3%	2%	2%
Sidewalks / curbs / gutters	N/A	1%	<1%	1%	2%
Water service / water issues	N/A	1%	<1%	1%	2%
More business / grocery stores	N/A	--	--	--	2%
<b>What is the major improvement, if any, that you have seen occur in Sandy City over the past five years?</b>					
Road improvement / streets	N/A	15%	23%	18%	20%
Shopping / business growth	N/A	17%	17%	18%	14%
Soccer stadium	N/A	--	1%	5%	7%
None / no change / no improvements	N/A	6%	5%	5%	4%
Parks / more parks / recreation	N/A	5%	5%	6%	3%
Population growth / managed growth	N/A	3%	1%	4%	3%
Lowe's / Wal-Mart / shopping complex	N/A	2%	2%	3%	3%
Street lights	N/A	4%	3%	3%	3%
Law enforcement / police protection	N/A	2%	2%	1%	3%
Cleaner city / beautification / landscaping	N/A	3%	4%	2%	2%
Development	N/A	3%	4%	3%	2%
<b>Sandy City's mission statement is "Working together to enhance the quality of life in our community." As you think about this mission statement, how would you personally define quality of life? What makes a good quality of life for you and your family?</b>					
Safety / no fear of crime / safe secure environment	N/A	46%	52%	51%	51%
Clean / well kept up / aesthetically pleasing	N/A	3%	5%	3%	5%
Good neighbors / friendly / care for each other	N/A	5%	3%	2%	4%
Jobs / good economy / economic well-being	N/A	1%	1%	1%	3%
Excellent services / affordable services	N/A	5%	4%	7%	3%
Peace and quiet / peace of mind	N/A	3%	2%	1%	3%
Parks / open space to build parks	N/A	3%	1%	1%	2%
Good recreation facilities / plenty of recreation	N/A	2%	1%	2%	2%
Good environment	N/A	4%	3%	3%	2%
Lower taxes	N/A	1%	2%	--	2%



Measure (Fiscal Year)	2006	2007	2008	2009	2010
<b>What would you consider to be the most important issue facing Sandy City today?</b>					
Growth / increased population	N/A	23%	19%	16%	16%
Taxes / high taxes	N/A	3%	5%	4%	11%
Budget issues / finance	N/A	--	1%	7%	9%
Crime / gangs / drugs	N/A	4%	7%	3%	8%
Schools / education	N/A	11%	11%	9%	6%
Economic problems	N/A	<1%	<1%	8%	5%
Traffic / traffic lights	N/A	7%	7%	4%	4%
Public Safety	N/A	3%	3%	3%	4%
Development / over-development / building	N/A	3%	2%	2%	3%
Police / police protection / law enforcement	N/A	1%	1%	2%	2%
Roads / road improvement	N/A	3%	2%	2%	2%
We need more businesses / tax base	N/A	3%	2%	4%	2%



## **GUIDING FINANCIAL PRINCIPLES**

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While the city's long-term goals and objectives guide what the budget accomplishes, how that is accomplished is based on the following guiding principals:

- Sandy City exists only to serve the needs of its citizens. Since these needs are continuing and changing, the city should consistently receive citizen feedback based on both long-term and current needs.
- Sandy City should strive for economy, efficiency, and effectiveness in providing basic services. Thus, these services should not cost more than similar services provided by private industry.
- Sandy City should strive for generational fairness. Thus, each generation of taxpayers should pay its fair share of the long-range cost of these city services.
- Sandy City should finance services rendered to the general public (such as police, fire, streets, and parks) from revenues imposed on the general public, such as property and sales taxes. Special services rendered to specific groups of citizens should be financed by user fees, impact fees, license and permit fees, or special assessments.
- Sandy City should balance all budgets annually, in accordance with the requirements of Utah law, which states the following:
  - The total of the anticipated revenues shall equal the total of appropriated expenditures (Section 10-6-110, U.C.A.).
  - The governing body of any city may not make any appropriation in the final budget of any fund in excess of the estimated expendable revenue for the budget period of the fund (Section 10-6-117, U.C.A.).
- Sandy City should allow for a reasonable surplus (fund balance) to accumulate for the following purposes:
  - To provide sufficient working capital.
  - To provide a cushion to absorb emergencies such as floods, earthquakes, etc.
  - To provide for unavoidable shortfalls in revenues.

The city has adopted specific policies based on these guiding principles by which it conducts its financial affairs. These policies are stated in the following sections that discuss the budget process, financial structure, revenue, debt, and capital projects.

# BUDGET PROCESS

## BUDGET ROLES AND RESPONSIBILITIES

**Sandy City Citizens** – The citizens’ role is to provide feedback to the elected officials about the level of service they desire and about how satisfied they are with the services provided. They do this by participating in public hearings, contacting City Hall, or by responding to the annual citizens’ survey.

**The City Council** – The Council’s role is to provide policy direction to the Mayor, City Administrator, Department Heads, and Budget Staff. Council members should also facilitate citizen input by holding public hearings on the tentatively adopted budget. They receive a tentative budget from the Mayor on or before the first regularly scheduled meeting in May. They discuss the budget with each department and determine any changes that they wish to make. They legally adopt the final budget on or before June 22. However, if there is a change to the certified tax rate, the final budget can be adopted as late as August 17.

**The Mayor** – The Mayor’s role is to prepare and present a tentative budget to the City Council for review, consideration, and adoption.

### BUDGET CALENDAR 2010 - 2011

ID	Responsible Party	Finish	Jan 2010				Feb 2010				Mar 2010				Apr 2010				May 2010				Jun 2010				Jul 2010			
			1/3	1/10	1/17	1/24	1/31	2/7	2/14	2/21	2/28	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9	5/16	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11
1	Mayor, Budget Committee	1/26/2009	Budget Preparation Guidelines																											
2	Department Heads	2/2/2009	Cabinet Budget Retreat																											
3	Budget Committee	2/9/2009	Budget Overview with City Council																											
4	Finance Director	2/5/2009	Report to County - Public Hearing Tax Increase Intent																											
5	Department Heads	2/9/2009	Submit Capital Project/One Time																											
6	Department Heads	2/9/2009	Estimate Restricted Revenues																											
7	City Treasurer	2/9/2009	Develop Fee Schedule																											
8	Department Heads	2/16/2009	Finalize Internal Service																											
9	Budget Committee	2/22/2009	Review Capital Projects, One Time Proposals																											
10	Finance Director	3/2/2009	Estimate General Revenues																											
11	Personnel	3/12/2009	Personnel Service Costs																											
12	Department Heads, Budget Committee, City Council	3/12/2009	Develop Compensation Plan																											
13	Department Heads	3/15/2009	Departments Submit Tentative Budget																											
14	Mayor, CAO, Budget Committee, Departments	4/27/2009	Review, Balance, Finalize, Mayor's Tentative Budget																											
15	Mayor, City Council	4/27/2009	Present, Adopt Tentative Budget, Establish Hearings/Publication of Notice																											
16	City Recorder	5/6/2009	Notice/Public Hearings for all Budgets including Alta Canyon/RDA																											
17	City Council	5/18/2009	Budget Public Hearings																											
18	City Council	5/25/2009	Adopt Approved Budget																											

***The Chief Administrative Officer*** – The CAO’s role is to oversee the budget process as the city’s Chief Budget Officer, making sure the budget is balanced and that expenditures are within projected revenues. With the Mayor’s approval, the CAO prepares a tentative budget that is presented to the City Council on or before the first regularly scheduled meeting in May. The CAO also holds departments accountable for expenditures, making sure they are within departmental budget appropriations.

***The Department Heads*** – The department heads’ role is to prepare a budget request based on available revenue and the policy direction they have been given. Department heads are also responsible for making sure their department’s expenditures are within budget appropriations.

***The Budget Staff*** – The budget staff’s role is to prepare the tentative and final budget document under the direction of the Mayor and the Chief Administrative Officer. The staff members also review departmental budget requests and available resources and make recommendations for balancing the tentative budget.

## **BUDGET AMENDMENTS AND MANAGEMENT**

Once adopted, the budget can be amended by subsequent City Council action. Reductions in or reallocations of departmental appropriations can be approved by the City Council upon recommendation of the Budget Officer, but appropriations cannot be increased in a governmental fund without a public hearing. Transfers of unexpended appropriations from one expenditure account to another in the same department can be made with the approval of the Budget Officer.

The Finance Department prepares and distributes a monthly budget report by the 10<sup>th</sup> day of the following month. Recipients of the report include the Mayor, the City Council, the Chief Administrative Officer, and all managers with budget responsibilities. The report mirrors the financial schedules contained in this budget book and includes current month expenditures, year-to-date expenditures, encumbrances, the year-to-date budget, year-to-date variances, the annual budget, and the remaining budget.

As determined by Utah state law, the level for which expenditures may not legally exceed appropriations is the departmental budget within a given fund. The City Council also requires approval for any expenditure exceeding appropriations at the project level for all capital projects. All unexpended budget appropriations lapse at the end of the budget year. However, unexpended Capital Projects Fund appropriations may be reappropriated by a resolution of the City Council without holding public hearings.

## FINANCIAL STRUCTURE

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The various funds used for accounting and reporting purposes are the foundation of the city's financial structure. In a like manner, the various departments within the city are the backbone of city operations. The city's departments are groups of similar functions or programs that provide for efficient management. They also provide a framework for the budget that is conceptually easier to understand. Furthermore, the total appropriation for each department within a given fund is the legal spending limit specified by state law. The budget process starts with citywide issues but much of the work involves meeting with one department at a time both with the administration and with the council. As a result, most of this book consists of departmental sections with the detail of the budget. Each department brings a draft of its section to the first budget hearing. That draft is reviewed and refined through each step of the process until it appears in its final adopted form in this book.

The schedule on page 19 illustrates the relationship between the city's financial structure and the functional units. The financial structure is shown with the major funds in separate columns and the functional units shown as departments in separate rows. Each department listed corresponds to a separate section of this budget book that provides detailed schedules and analysis. Also shown in the schedule is a breakdown of the major revenue sources by fund. The revenue and taxation section starting on page 21 provides further information on these revenue sources.

A brief narrative description of the funds that make up the city's financial structure follows:

### DESCRIPTION OF FUNDS

***The Governmental Funds*** include those activities that comprise the city's basic services. They account for essentially the same functions reported as governmental activities in the government-wide financial statements. The major governmental funds are listed separately below and the non-major funds are consolidated:

***The General Fund*** is the government's primary operating fund. It accounts for all financial resources of the general government, except for those required to be accounted for in another fund.

***The Storm Water Fund*** accounts for the city's revenues and capital expenditures associated with drainage for storm water run off.

***The Debt Service Funds*** are used to account for the accumulation of resources for payment of general long-term debt principal and interest and special assessment levies when the city is obligated in some manner for the payment. The city's debt service funds include the General Purposes Debt Service Fund, the Auto Mall Special Improvement District Fund, and the Special Improvement Guarantee Fund. Debt incurred by enterprise funds is not accounted for in the debt service funds but internally within the enterprise fund.

***The Capital Projects Fund*** accounts for the resources used to acquire, construct, and improve major capital facilities, other than those financed by proprietary funds. The principal source of funding is contributions from developers restricted for capital construction, operating transfers from the General Fund, grants, and bond proceeds. All funds received for a particular purpose are restricted and used specifically for that purpose.

***Other Governmental Funds*** include the non-major funds which are the following: the Redevelopment Agency, the Landscape Maintenance Fund, the Community Development Block Grant (CDBG), the Recreation Fund, the Community Events Fund, the Sandy Arts Guild, the Electric Utility Fund, and the General Trust Fund. Though combined for purposes of this schedule, additional information is available for each fund elsewhere in this book (see the table of contents).

**The Internal Service Funds** account for the financing of goods or services provided by one department or agency to other departments or agencies of the city on a cost reimbursement basis. The Internal Service Funds include the Fleet Fund, the Information Services Fund, the Risk Management Fund, the Equipment Management Fund, and the Payroll Management Fund.

**The Enterprise Funds** include those activities that operate similar to private businesses and charge a fee to the users that is adequate to cover most or all of the costs. These functions are presented as business-type activities in the government-wide financial statements. The city reports the following enterprise funds:

**The Alta Canyon Sports Center Fund** accounts for the activities created by the Alta Canyon Recreation Special Service District.

**The Water Fund** is used to account for the operations of the city's water utility.

**The Waste Fund** accounts for waste collection services provided by an independent contractor.

**The Golf Fund** is used to account for the city's golf course.

## FUND BALANCE AND RESERVES

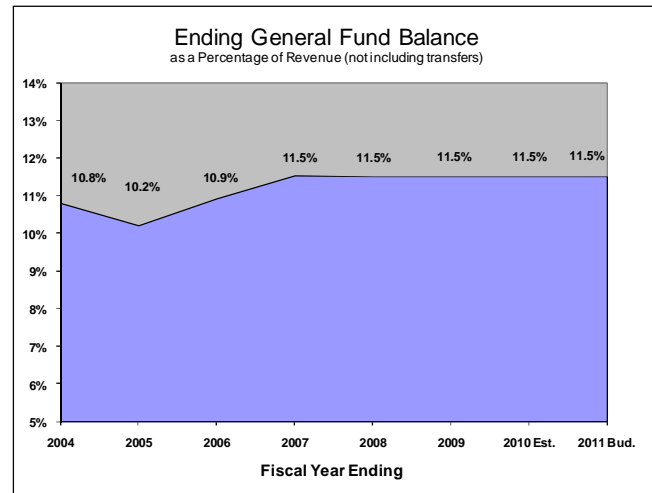
Utah state law allows cities to accumulate retained earnings or fund balances as appropriate in any fund (see U.C.A. 10-6-116). However, the law restricts balances in the general fund as follows: (1) Any fund balance less than 5% of estimated revenue may be used for working capital, certain emergency expenditures, or to cover an unexpected revenue shortfall that would result in a year-end excess of expenditures over revenues; (2) Fund balance greater than 5% but less than 18% may be used for budget purposes; and (3) Any fund balance in excess of 18% must be included in the appropriations of the next fiscal year.

Sandy City accumulates fund balances in its various funds for the following purposes:

- To avoid short-term debt that might be needed to provide working capital.
- To meet unexpected expenditures as the result of an emergency.
- To secure the city's debt and its bond rating.
- To accumulate funding for planned capital expenditures including the replacement of capital assets.
- To meet reserve requirements for liabilities already incurred but not yet paid as is the case with the Risk Management Fund.

All excess funds are invested consistent with the State Money Management Act. The resultant interest income is used as an additional revenue source in each fund. The schedule on page 19

summarizes the beginning and ending fund balances in the various funds of the city. The chart above shows the history of fund balance in the general fund. Normally fund balance in the general fund increases, however, the schedule on page 8 shows a decrease in fund balance due to lower revenues because of the recent economic downturn, and maintaining the fund balance at 11.5%. Some fund balances decrease primarily due to the way we account for capital projects. For example, the \$1,003,173 shown as beginning fund balance in the capital projects fund is surplus money transferred from the general fund at the end of each fiscal year and excess interest income in the capital projects fund. This money is intended to be the core funding for the capital projects program, which means that the goal is for



# SANDY CITY APPROVED BUDGETS FOR MAJOR FUNDS - FY 2011

	Governmental Funds					Governmental Activities - Internal Service Funds	Enterprise Funds				Total*
	General Fund	Storm Water	Debt Service	Capital Projects	Other Governmental Funds		Alta Canyon Sports Ctr	Water	Waste Collection	Golf	
<b>Financing Sources:</b>											
Taxes & Special Assessments											
Property Tax	\$ 7,600,000	\$ -	\$ 305,000	\$ -	\$ -	\$ 403,890	\$ 366,800	\$ -	\$ -	\$ -	\$ 8,675,690
Property Tax - Increment	-	-	-	-	5,452,308	-	-	-	-	-	5,452,308
Sales Tax	16,436,858	-	-	-	-	-	-	-	-	-	16,436,858
Franchise Tax	7,469,900	-	-	-	-	-	-	-	-	-	7,469,900
Motor Vehicle Fee	700,000	-	-	-	-	-	39,000	-	-	-	739,000
Other Taxes & Assessments	-	-	580,923	-	1,800,000	-	-	-	-	-	2,380,923
Licenses & Permits	1,623,100	-	-	-	-	-	-	-	-	-	1,623,100
Intergovernmental Revenue											
State Road Funds	2,707,600	-	-	-	-	-	-	-	-	-	2,707,600
Other Intergovernmental	376,320	-	300,000	-	479,040	-	-	-	-	-	1,155,360
Charges for Services	4,866,108	-	-	-	-	-	-	-	-	-	4,866,108
Fines & Forfeitures	2,636,000	-	-	-	-	-	-	-	-	-	2,636,000
Charges for Sales & Services	-	3,258,695	-	-	1,255,167	6,293,074	688,640	20,090,714	4,110,775	1,346,600	37,043,665
Miscellaneous Revenue	449,668	9,500	18,437	38,100	760,848	146,500	54,586	73,000	12,050	-	1,600,789
Fees from Developers	-	78,000	10,000	202,500	-	-	-	98,000	-	-	591,000
Transfers in From Other Funds	40,000	161,803	7,224,765	1,225,463	1,650,722	-	-	-	-	150,000	10,452,753
<b>Total Financing Sources</b>	<b>44,905,554</b>	<b>3,507,998</b>	<b>8,439,125</b>	<b>1,466,063</b>	<b>11,398,085</b>	<b>6,843,464</b>	<b>1,149,026</b>	<b>20,261,714</b>	<b>4,122,825</b>	<b>1,496,600</b>	<b>105,056,517</b>
<b>Financing Uses:</b>											
Administration	3,002,469	-	-	200,000	1,227,673	1,152,057	-	-	-	-	5,782,199
City Council	561,298	-	-	-	-	-	-	-	-	-	561,298
Attorney	1,162,055	-	-	-	-	-	-	-	-	-	1,162,055
City Court	1,362,617	-	-	-	-	-	-	-	-	-	1,362,617
Finance & Information Svcs	1,667,849	-	-	-	-	1,291,589	-	-	-	-	2,959,438
Police & Animal Control	13,058,235	-	-	-	-	-	-	-	-	-	13,058,235
Fire	7,524,734	-	-	-	-	-	-	-	-	-	7,524,734
Public Works	5,874,614	-	-	1,082,640	-	3,534,887	-	-	4,187,648	-	15,762,429
Parks & Recreation	3,738,057	-	-	250,982	1,037,447	-	1,133,307	-	-	1,442,314	7,853,089
Community Development	2,166,613	-	-	-	223,086	-	-	-	-	-	2,389,699
Public Utilities	-	2,138,057	-	-	840,570	-	-	20,261,714	-	-	23,240,341
Economic Development	-	-	-	-	6,267,121	-	-	-	-	-	6,267,121
Non-Departmental	1,286,045	-	8,196,636	4,500	612,500	802,580	-	-	-	-	10,906,761
Transfers out to Other Funds	3,633,082	1,369,941	-	-	5,449,730	-	-	-	-	-	10,452,753
<b>Total Financing Uses</b>	<b>45,037,668</b>	<b>3,507,998</b>	<b>8,196,636</b>	<b>1,538,122</b>	<b>15,658,127</b>	<b>6,781,113</b>	<b>1,133,307</b>	<b>20,261,714</b>	<b>4,187,648</b>	<b>1,442,314</b>	<b>109,282,769</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>(132,114)</b>	<b>-</b>	<b>242,489</b>	<b>(72,059)</b>	<b>(4,260,042)</b>	<b>62,351</b>	<b>15,719</b>	<b>-</b>	<b>(64,823)</b>	<b>54,286</b>	<b>(4,226,252)</b>
<b>Fund Balance - Beginning</b>	<b>5,296,253</b>	<b>1,333,404</b>	<b>2,624,514</b>	<b>1,181,550</b>	<b>5,512,747</b>	<b>9,882,436</b>	<b>123,690</b>	<b>4,844,491</b>	<b>1,105,294</b>	<b>38,983</b>	<b>33,124,912</b>
<b>Fund Balance - Ending</b>	<b>\$ 5,164,139</b>	<b>\$ 1,333,404</b>	<b>\$ 2,867,003</b>	<b>\$ 1,109,491</b>	<b>\$ 1,252,705</b>	<b>\$ 9,944,787</b>	<b>\$ 139,409</b>	<b>\$ 4,844,491</b>	<b>\$ 1,040,471</b>	<b>\$ 93,269</b>	<b>\$ 28,898,660</b>

\* This total is an aggregate of the fund structure of the city. Thus, the total listed here will be greater than the total on page 7 for reasons noted in Notes to Consolidated Budget Schedule on that same page.

the ending fund balance to always be near zero. However, this year we are keeping a higher fund balance in case of further downturn. Likewise, the beginning fund balance in the "Other Governmental Funds" column primarily consists of the estimated surplus in the redevelopment funds at the end of FY 2010. The surplus money is reappropriated in the FY 2011 budget to bring the fund balance in these funds to zero except for the 9400 South CDA. This has an estimated ending fund balance of \$459,378 that will be used for debt service on the soccer stadium bonds.

The \$793,327 remaining is in the community events, Sandy Arts Guild, recreation, and general trust funds. The risk management, waste collection, fleet funds and Alta Canyon Sports Center have one-time uses of excess fund balance.

## **BASIS OF BUDGETING**

Basis of budgeting refers to when revenues or expenditures are recognized in the accounts and reported in the financial statements. Basis of budgeting relates to the timing of the measurements made, regardless of the measurement focus applied.

The budgeting treatment applied to a fund is determined by its measurement focus. All Governmental Funds are budgeted for on a spending or "current financial flow" measurement focus. This means that only current assets and current liabilities are generally recognized. "Current" for the Balance Sheet (assets/liabilities) measurement means that which will be received or paid within the next year. Non-Governmental Funds (Enterprise and Internal Service Funds) are budgeted for on a cost of services or "economic resources" measurement focus. This means that all assets and all liabilities (whether current or non-current) associated with their activity are included on their balance sheets. Regardless of the measurement focus, depreciation is not budgeted.

All Governmental Fund budgets are based on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available and qualify as current assets. Taxes and special assessments are accrued as receivables if they are received within 60 days after the fiscal year end. Principal revenue sources susceptible to accrual include property taxes, sales taxes, franchise taxes, special assessments, and interest on investments. Furthermore, expenditures are recorded when current fund liabilities are incurred (i.e. capital acquisitions, bond issuance costs, etc. are expensed and they are not capitalized and depreciated or amortized over the life of the assets). Exceptions to this general rule include: (1) the long-term portion of accumulated unpaid vacation; and (2) principal and interest on general long-term debt which are recognized when due.

All Enterprise and Internal Service Fund budgets are based on the accrual basis of accounting. Under the accrual basis, revenues are recorded when earned and expenses are recorded when the related liability is incurred. The city applies all applicable Governmental Accounting Standards Board (GASB) pronouncements to proprietary funds. Pronouncements of the Financial Accounting Standards Board (FASB) are applied if issued on or before November 30, 1989 and do not conflict with GASB pronouncements.



## REVENUE & TAXATION

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Sandy City is funded through two categories of revenue: taxes and fees. Tax revenue is primarily used to pay for services provided to the public in general such as police, fire, streets, and parks. The city also provides services that benefit specific groups of citizens for which a specific fee is charged which is intended to pay for all or part of the costs incurred to provide that service. The city follows the revenue policies below:

### REVENUE POLICIES

- Sandy City should estimate revenues conservatively to avoid unexpected deficits and to provide a funding source for capital project needs.
- Sandy City should minimize the use of one-time revenue to fund ongoing services.
- Sandy City should aggressively collect all revenues or taxes due.
- Sandy City should annually review user fees, impact fees, license and permit fees, and special assessments:
  - To determine that the full long-term service costs are not being subsidized by general revenues or passed on to future generations of taxpayers.
  - To determine the subsidy level of some fees.
  - To consider new fees.
- Sandy City should waive or defer fees only in accordance with the administrative appeal procedure under standards set by the City Council. All fees waived or deferred must be documented and submitted to the City Treasurer. Any fee determined to be uncollectible must be approved to be written off by the Finance Director.
- Sandy City should seek to maintain a stable tax rate. Generally, taxes should not be increased unless:
  - Inflation has clearly forced operating costs upward faster than tax growth.
  - New services are instituted to meet citizens' needs.

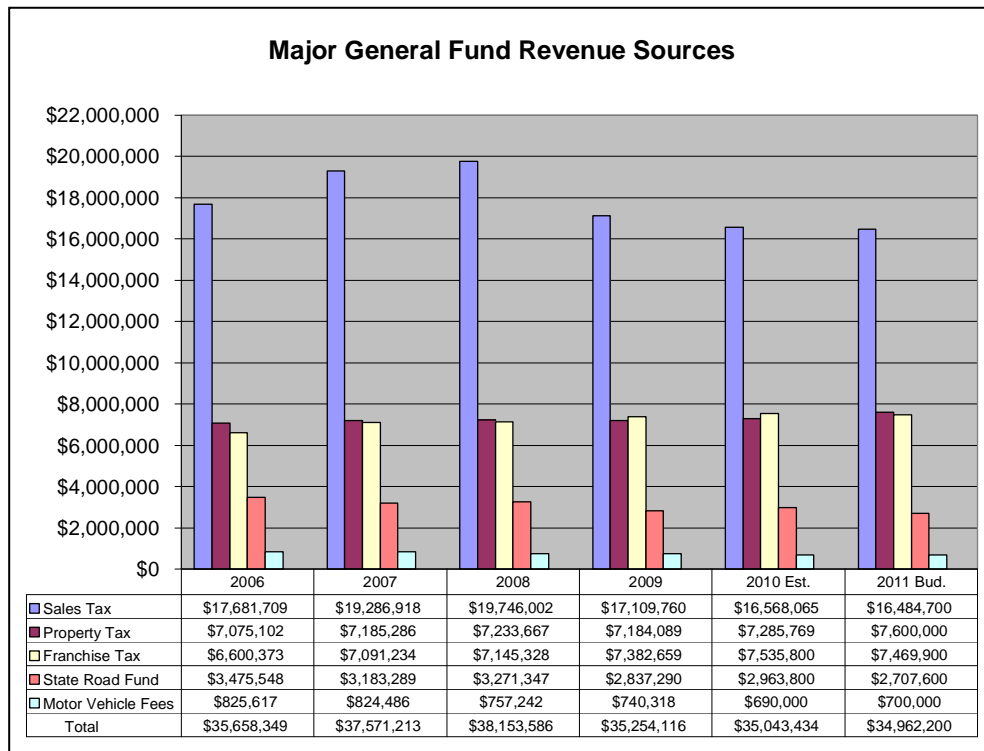
### REVENUE ANALYSIS

**User Fees** – User fee revenue will be discussed in the section corresponding to the department that provides the service funded by the fee. User fees are based on an analysis of how much of the cost should be covered by the fee versus how much should be subsidized by general taxes and revenue. Factors considered in the analysis include:

- How the fees compare with those charged by other cities,
- Whether the service benefits the general public versus an individual user, and
- Whether the same service can be offered privately at a lower cost.

**General Taxes & Revenue** – The remainder of this section will provide information on the major tax revenue sources used to fund the city's general government services. Each source will have information on:

- How the tax is calculated,
- Significant trends,
- Underlying assumptions for the revenue estimates, and
- A look at how Sandy's taxes compare with similar jurisdictions.



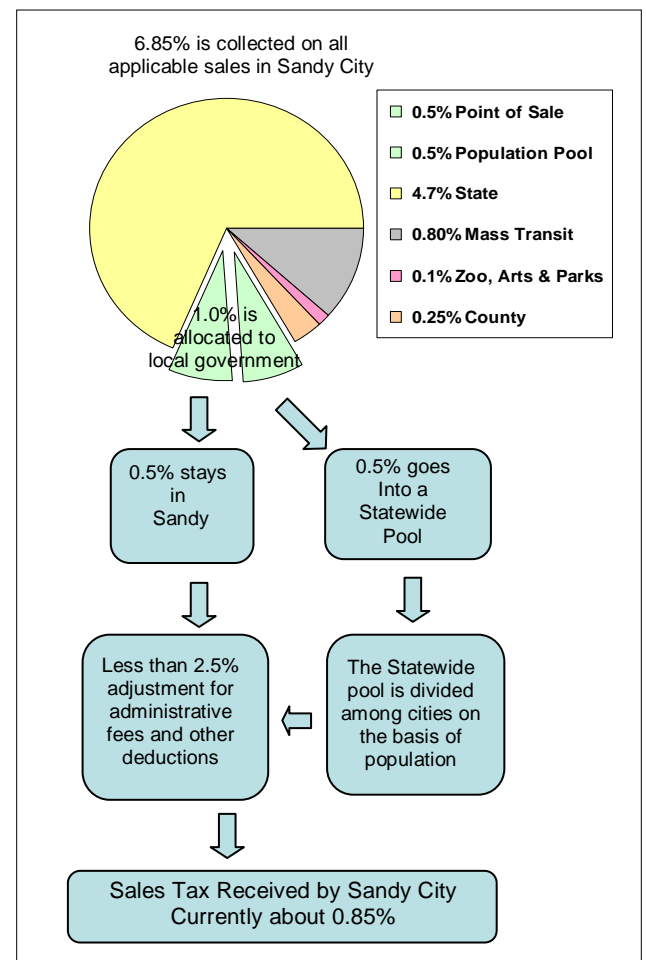
The above chart shows the six-year trend for those revenue sources classified as general taxes and revenue as well as the receipts for state road funds. In total, these five sources comprise nearly 80% of the general fund revenue. It is important to maintain balance among major revenue sources. Sales tax revenue fluctuates more with the economy than the other revenue sources. Because Sandy has been in a growth mode for the past 30 years, much of the fluctuation caused by the economy has been mitigated. As the city approaches maturity, balance among revenue sources will become even more important. The chart above shows that while sales tax and franchise tax have increased in recent years, property tax, state road funds, and motor vehicle fees have remained relatively stable or have declined. The reasons for these shifts are outlined in the sections that follow.

## SALES TAX

Sales tax is Sandy City's largest revenue source contributing more than 36% of general fund revenue. State law authorizes cities to receive sales tax revenue based on the process described in the chart shown here. Sales tax revenue is forecasted by the finance department using a qualitative method which makes assumptions about each of the relevant factors in this distribution model. Trends in each of the relevant factors were analyzed as follows:

**State Law** – No changes in the rates specified in state law are anticipated.

**Population Data** – Changes in population data can have a significant impact on sales tax revenue. Since the 2000 census, population growth in Sandy has been slower than the state as a whole. As a result, each time the State Tax



Commission uses new population estimates to distribute sales tax revenue, Sandy gets a smaller slice of the pie. The estimates for FY 2011 assume that the State will use new population estimates beginning with the July distribution that continue to assume slower population growth in Sandy.

**Statewide Sales** – With half of the sales tax revenue coming from the statewide pool, the amount of statewide sales is a major factor in the estimate. During the last recession, statewide sales showed little growth or a decline in FY 2002 and FY 2003 but began to turn around midway through FY 2004. In the current recession, statewide sales have shown more significant declines (for example, 15% decline in September of 2009) over a longer period. Although the statewide sales are expected to improve, due to the volatility and unprecedented nature of the current economic slowdown, the FY 2011 forecast reflects a conservative approach. Thus, the growth estimate for July 2010 is 0.25% and 3.0% in June 2011. The overall increase is 1.62%.

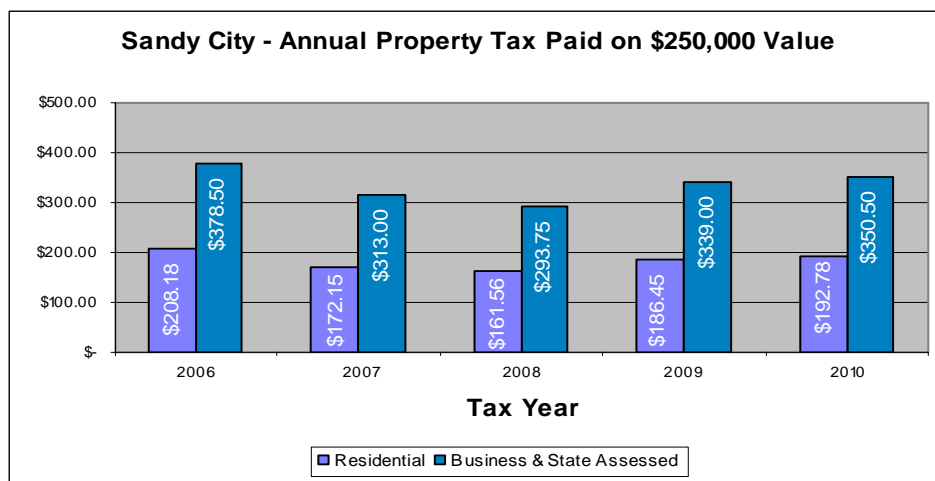
**Sandy City Sales** – With the other half of sales tax revenue deriving directly from sales made in Sandy, it is important to project separately the growth in retail sales made in Sandy. Sandy sales have generally grown at a faster rate than statewide sales, but as was the case with population growth, that trend was reversed in FY 2004. However, the FY 2011 forecast for Sandy sales reflects growth similar to the expected statewide trend. Thus, the growth estimate for July 2010 is 0.25% and 3.0% in June 2011. The overall increase is 1.62%.

## PROPERTY TAX

Property tax is Sandy City's third largest source of tax revenue accounting for nearly 17% of general fund revenue.

The following chart shows historical tax rates for the city and how they relate to an average \$250,000 property. Residential properties are taxed at 55% of the value, while business and state assessed properties are taxed at 100% of the value.

	Tax Year 2006	Tax Year 2007	Tax Year 2008	Tax Year 2009	Tax Year 2010
<b>Tax Rate:</b>					
General Fund	0.001381	0.001142	0.001072	0.001237	0.001332
Debt Service Fund	0.000057	0.000047	0.000044	0.000051	0.000000
Risk Management Fund	0.000076	0.000063	0.000059	0.000068	0.000070
<b>Total Tax Rate</b>	<b>0.001514</b>	<b>0.001252</b>	<b>0.001175</b>	<b>0.001356</b>	<b>0.001402</b>
<b>Property Tax on \$250,000 Home</b>	<b>\$ 208.18</b>	<b>\$ 172.15</b>	<b>\$ 161.56</b>	<b>\$ 186.45</b>	<b>\$ 192.78</b>
<b>Business or State Assessed Property</b>	<b>\$ 378.50</b>	<b>\$ 313.00</b>	<b>\$ 293.75</b>	<b>\$ 339.00</b>	<b>\$ 350.50</b>

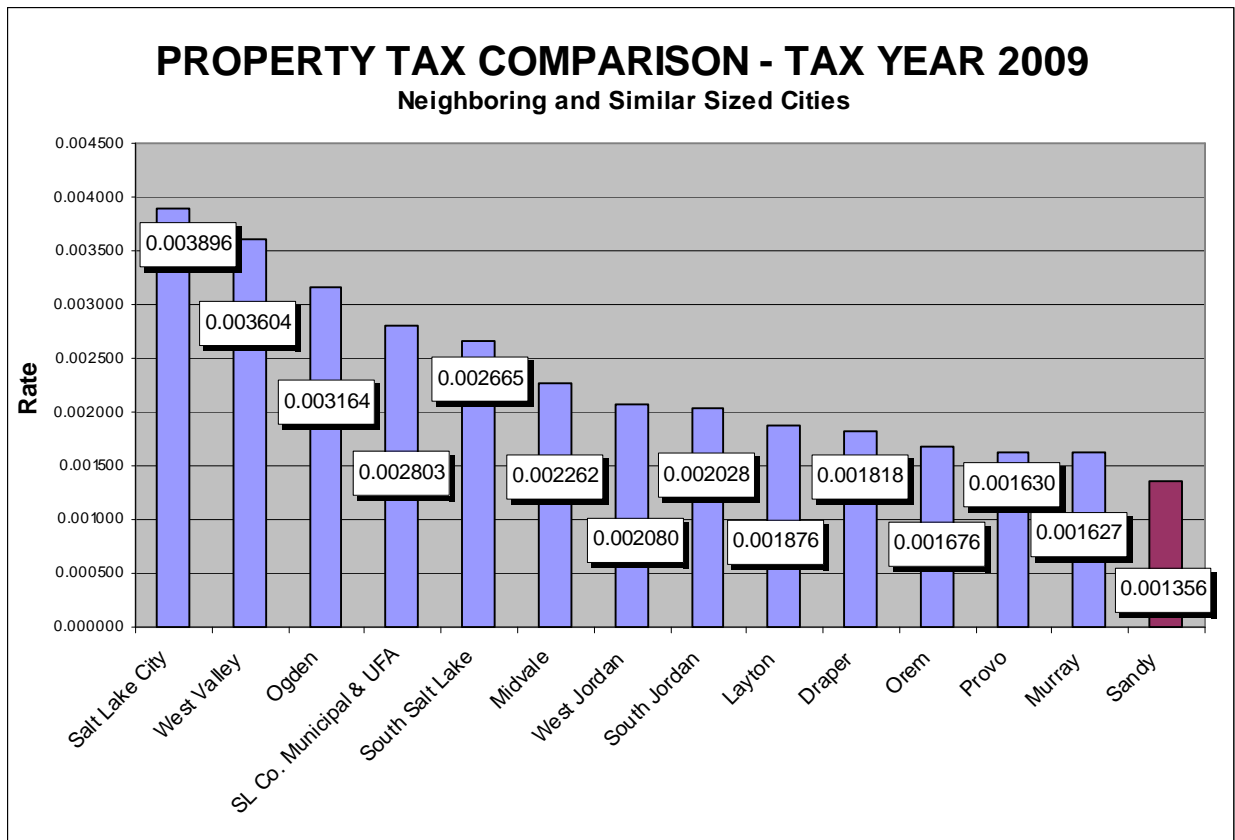


It should be noted that the Alta Canyon Recreation Center, which is managed and operated by Sandy City, also levies a property tax. By virtue of Alta Canyon's status as a special district, this tax is separate from the Sandy City property tax.

**Truth in Taxation** – In order to understand property tax in Utah it is necessary to understand a section of Utah Law known as “Truth in Taxation.” The county is responsible for administering property taxes and each June it submits to the cities a certified tax rate that would generate the same amount of revenue as the previous year plus any new growth. The certified tax rate does not provide for additional tax revenue due to increased valuation of existing property. If the city chooses to adopt a tax rate higher than the certified rate, state law has very specific requirements for newspaper advertisements and public hearings from which the name “Truth in Taxation” is derived.

**Revenue Projections** – The relevant factors in the preliminary property tax forecast include the tax rate and new growth. According to state statute, the adopted tax rate and budgeted revenue is provided by the Salt Lake County Auditor's Office in June.

**Property Tax Rate** – Sandy City's property tax rate is modest when compared to its neighboring cities and similar sized cities in Utah as illustrated in the chart below. The FY 2011 budget does not include an increase in the tax rate.



**New Growth** – New growth is initially estimated using a trend analysis and using a report of new construction generated by the city's Building Division. Since the growth number used in the final budget must be the county's number, adjustments are made as needed.

## FRANCHISE TAX

Franchise Taxes are the second largest source of General Fund Revenue generating 16.6% of general fund revenue. State law authorizes cities to collect up to 6% on utilities operating within city boundaries. The relevant factors in forecasting franchise fee revenue are as follows:

**Tax Rate** – Sandy City charges a 6% franchise tax to the electric and natural gas utilities and 5% for cable television. The franchise fee for telecommunication services is also set by state law at 3.5%.

**Utility Rate** – Changes in utility rates affect the revenue collected by the utility and therefore the amount of tax remitted to the city. Utility rates are regulated by the Public Service Commission. It has not been uncommon to experience rate decreases as well as increases. Any announced rate changes are factored into the revenue projections; however, the projections for FY 2011 include normal growth.

**Usage** – Utility revenue is sensitive to changes in usage. The electric and natural gas utilities can be affected in particular by the weather. The projections take weather variations into account and assume a normal weather pattern. The size of households also has some affect on utility usage. The average household size in Sandy has decreased in recent years, which has resulted in reduced usage.

## MOTOR VEHICLE FEES

Motor vehicle fees account for 1.6% of general fund revenue. The fee is a personal property tax for passenger cars and light trucks. It is a uniform fee based on the age of the vehicle. The fee is applicable to passenger cars, light trucks (including sport utility vehicles), and vans. These fees are due at the time of registration, even on new vehicles and vehicles that are registered more than once during a given year. The fees are as outlined in the table.

The fees collected are transmitted to the county where they are distributed to the taxing jurisdictions in proportion with the property tax revenue. As a result, the distribution is affected by changes in tax rates and growth in other jurisdictions. Other county jurisdictions have increased property taxes while Sandy has not. The result is that Sandy has received a smaller portion of the available motor vehicle fees. A qualitative method is used to project revenue based on past trends.

Age of Vehicle	Equivalent Tax
Less than 3 years	\$150
3 or more years but less than 6 years	\$110
6 or more years but less than 9 years	\$80
9 or more years but less than 12 years	\$50
12 or more years	\$10

Source: Utah Department of Motor Vehicles Website

## STATE ROAD FUNDS

State Road Funds generate 6% of general fund revenue. This revenue source is the city's share of the B & C Road Fund administered by the Utah Department of Transportation with the primary source being the \$0.245 per gallon tax levied on motor fuel. Sandy City receives its allocation through a formula weighted 50% on the city's proportion of the state's population and 50% on the city's proportion of the state's road miles. Because both Sandy's population and road miles are not growing at the same rate as those of the state, the city's projected state road funds revenue should decrease over time.

The chart below illustrates that the money received from the state road fund is sufficient to cover about 25% of the road-related costs. In fact, the streets budget alone is more than the revenue received from state road funds.

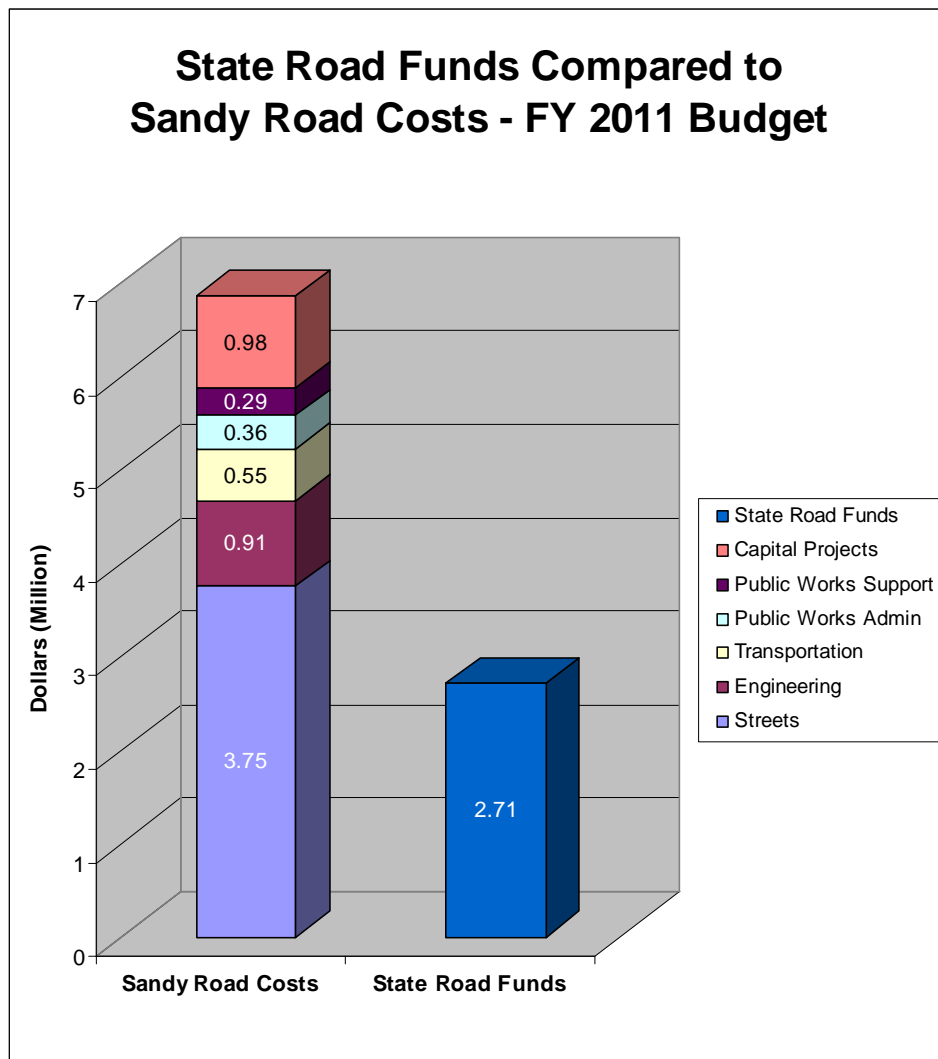
Though generated primarily through taxes, state road funds are limited in use and therefore not classified, for purposes of this budget book, among general taxes and revenue. However, it is a significant enough revenue source to merit further explanation here.

A qualitative method is used to forecast State Road Funds based on trends for each of the following factors used in the formula: population, road miles, and available road funds.

**Population** – As discussed earlier in the sales tax section, the FY 2011 estimate assumes a small decrease in Sandy’s population as a percent of the statewide population. Sandy’s population has been growing slower than the state as a whole since the 2000 census even though it had grown more rapidly than the state for many years previously. This trend is the result of a demographic shift to smaller household sizes and to the greatly diminished amount of land that can still be developed.

**Road Miles** – Also attributable to the slowing in development relative to the rest of the state, the city’s proportion of road miles is in slow decline. The forecast reflects this trend.

**Available B&C Road Funds** – Gas tax revenue is based on consumption rather than the price of fuel. In reality, an increase in fuel prices can result in lower consumption. In addition, economic downturns have also lowered consumption. The assumption for decrease in available B & C Road funds, based on the aforementioned factors, is a conservative 3.3% below FY 2010 estimates.



## DEBT

Sandy City uses debt judiciously consistent with the policies listed below. The city currently enjoys an AA+ bond rating from Standard and Poor's for sales tax revenue bonds. This rating allows the city to issue bonds at a lower rate than governmental agencies with a less favorable bond rating. Only 3% of cities nationwide receive the AA+ rating. The FY 2011 budget includes \$8.4 million of debt service payments. As of June 30, 2011, the outstanding debt will be about \$76.3 million. The schedule below includes the general debt of the city as pertaining to the governmental funds. Debt incurred by the proprietary funds is included in the departmental sections. Currently the Water and Golf funds have outstanding debt issues.

### DEBT POLICIES

- Sandy City should combine pay-as-you-go strategies with long-term financing to keep the debt burden low.
- Sandy City should seek to maintain or improve the city bond rating, currently "AA+."
- Sandy City should seek the most practical and cost efficient financing available.

### OUTSTANDING GENERAL DEBT ISSUES

	Funding Source	Matures In:	Debt Service - FY 2011			Outstanding (6/30/11)
			Principal	Interest	Total	
3102 City Hall GO Bonds	Property Tax General Fund	FY 2012	710,000	29,400	739,400	380,000
3104 Sr. Citizens Section 108 Loan	CDBG Fund	FY 2016	165,000	42,704	207,704	1,010,000
31016 2007 Road Bonds	RDA	FY 2017	775,000	268,150	1,043,150	5,235,000
31011 2002 Storm Water	Storm Water Fund	FY 2017	680,000	190,176	870,176	4,956,242
31017 2008 Soccer Stadium Bonds	Transient Room Tax	FY 2019	335,000	526,229	861,229	10,705,000
3106 Innkeeper Bonds	Innkeeper Fees	FY 2020	393,871	239,808	633,679	5,052,387
3109 Park Projects Bonds	RDA - South Towne	FY 2020	506,129	308,155	814,284	5,807,613
31013 Court Building Bonds	Police Impact Fees General Fund	FY 2024	170,000	131,055	301,055	2,980,000
31015 2007 Soccer Stadium Bonds	Transient Room Tax	FY 2028	650,000	1,642,852	2,292,852	33,340,000
31011 2009 Storm Water	Storm Water Fund	FY 2030	280,000	335,024	615,024	6,860,000
Total			\$ 4,665,000	\$ 3,713,552	\$ 8,378,552	\$ 76,326,242

A description of each of the city's debt issues follows:

**Fund 3102 – City Hall Bonds** – On December 15, 2005, the city issued \$3,650,000 in General Obligation Refunding Bonds. This issue is formally referred to as the 2005 General Obligation and Refunding Bonds. These funds were used for the purpose of refunding the 1995 General Obligation and Refunding Bonds which in turn refunded the 1991 Public Building and Refunding Bonds. The city has used general revenue and property tax as the primary funding source, which is more than sufficient for both the principal and interest.

**Fund 3104 – Section 108 Loan** – On June 6, 1996, the city issued a \$2,515,000 note, guaranteed by the Secretary of Housing and Urban Development (HUD). This note was acquired for payment of the Senior Citizen Center located within city boundaries at 9310 South 1300 East.

**Fund 3106 – Innkeeper Bonds** – On December 1, 1998, the MBA issued \$7,840,000 in Lease Revenue Bonds. This issue is formally referred to as the 1998C MBA Lease Revenue and Refunding Bonds. These funds were used to finance the construction of the amphitheater and Lone Peak Park as well as to refund the 1998B Lease Revenue Bonds. The city's intent is to use the innkeeper tax as the primary funding source. This tax alone is inadequate, so the general fund will make up the difference. The MBA makes the debt service

payments from the proceeds of a master lease with Sandy City. In fiscal year 2005, this issue was refunded with the Series 2004 Sales Tax Revenue and Refunding Bonds.

***Fund 3109 – Parks Projects Bonds*** – On December 7, 1999, the MBA issued \$9,780,000 in Lease Revenue Bonds. This issue is formally referred to as the 1999 MBA Lease Revenue Bonds. These funds were used to purchase and improve 53 acres of land for use by the city as a park and also for improvements to Lone Peak Park. A grant was also received for approximately \$2,000,000 to aid in the purchase of the land. The MBA makes the debt service payments from the proceeds of a master lease with Sandy City. The lease payments are currently paid by the South Towne Redevelopment Agency through the “haircut” provision that allows RDA money to be used for these purposes. In 1999, the law was changed to allow RDA funds to be used for parks projects that are part of a master plan. In fiscal year 2005, this issue was refunded with the Series 2004 Sales Tax Revenue and Refunding Bonds.

***Fund 31011 – Storm Water Drainage Bonds*** – On February 15, 2002, the city issued \$10,180,000 in Sales Tax Revenue Bonds. This issue is formally referred to as the 2002 Sales Tax Revenue Bonds. These funds were issued to finance the costs associated with acquiring, constructing, and equipping certain storm drain improvements and bond issuance costs. The city’s intent is to repay the bonds with the storm water fees charged on the utility bill and use the sales and use tax as the pledge for this issue. In fiscal year 2010, this issue was refunded with the Series 2002 Storm Water & Golf Course Refunding Bonds. On December 2, 2009, the city issued an additional \$7,140,000 in Sales Tax Revenue Bonds for storm drain improvements.

***Fund 31013 – Justice Court Building Bonds*** – On August 15, 2003, the city issued \$7,225,000 in Sales Tax Revenue Bonds. This issue is formally referred to as the 2003 Sales Tax Revenue and Refunding Bonds. The funds were used to finance the acquisition of a justice court building and to refund the 1996 Motor Fuel Excise Tax Revenue Bonds. The pledge for this issue is the sales and use tax which is collected by the Utah State Tax Commission and distributed monthly to the city, as provided by law.

***Fund 31015 – 2007 Soccer Stadium Bonds*** – On August 23, 2007, the Redevelopment Agency of Sandy City issued \$35,000,000 in Transient Room Tax Revenue Bonds. These issues are formally referred to as the Series 2007A Transient Room Tax Revenue Bonds, and the Series 2007B Subordinate Transient Room Tax and Annual Contribution Revenue Bonds. These funds were used to acquire 22 acres of land, finance infrastructure improvements, and pay for city permits, fees, reimbursements, and bond issuance costs associated with the Salt Lake ReAL soccer stadium. The majority, if not all, of the bond payments will be funded through a county-wide transient room tax (TRT) levied on hotels within Salt Lake County.

***Fund 31016 – 2007 Road Bonds*** – On November 8, 2007, the city issued \$6,360,000 in Motor Fuel Excise Tax Revenue Bonds. This issue is formally referred to as the Series 2007 Motor Fuel Excise Tax Revenue Bonds. The funds were used to finance the acquisition, construction, and improvement of roads. The pledge for this issue is the Class C Road Funds which consist primarily of certain motor fuel and excise taxes levied and collected by the State of Utah and apportioned to the city pursuant to applicable Utah law.

***Fund 31017 – 2008 Soccer Stadium Bonds*** – On August 4, 2008, The Redevelopment Agency of Sandy City issued \$11,040,000 in Community Development Tax Increment and Revenue Bonds. This issue is formally referred to as the Series 2008 Community Development Tax Increment and Revenue Bonds (9400 South Community Development Project Area). The funds were used to finance a portion of the land acquisition and construction of infrastructure, parking, landscaping and related improvements in connection with the Salt Lake ReAL soccer stadium. They were also used for a debt service reserve deposit, and to pay issuance costs. The city has pledged 100 percent of the city’s property tax increment with respect to the 9400 South Community Development Project Area to pay the bonds.



## COMPUTATION OF LEGAL DEBT MARGIN - JUNE 30, 2009

Assessed Valuation:	
Primary Residential	\$ 4,715,399,502
All Other	<u>2,639,515,851</u>
Total Assessed Valuation	<u>\$ 7,354,915,353</u>
Reasonable Fair Cash Value	<u>\$ 11,198,995,056</u>

	GENERAL - 4%	WATER AND SEWER - 4%	TOTAL - 8%
Debt Limit -			
8% of Reasonable Fair Cash Value (1)	\$ 447,959,802	\$ 447,959,802	\$ 895,919,604
Less Outstanding General Obligation Bonds	<u>1,770,000</u>	<u>-</u>	<u>1,770,000</u>
Debt Margin	<u>\$ 446,189,802</u>	<u>\$ 447,959,802</u>	<u>\$ 894,149,604</u>

### Notes:

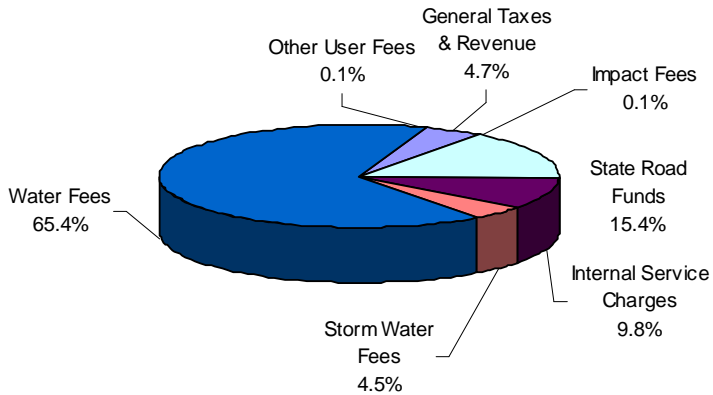
- (1) The general obligation bonded debt of the City is limited by the Utah Constitution (Section 14, Paragraph 4) to 8% of the "reasonable fair cash value" of property. Of this percent, a maximum of 4% may be used for general purposes. The remaining 4% and any unused portion of the 4% available for general purposes up to the maximum 8% may be utilized for water and/or sewer purposes.

Source: Salt Lake County Auditor's Office

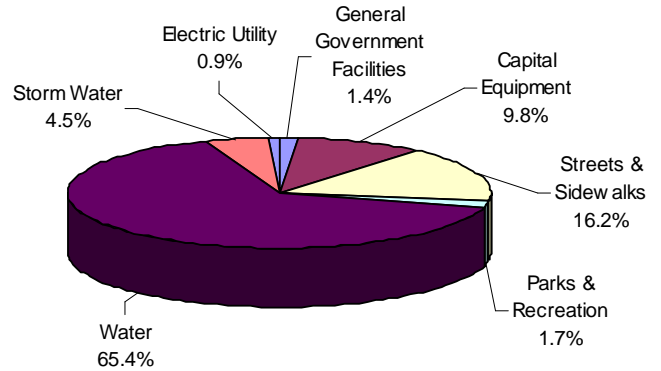
## CAPITAL BUDGET

The FY 2011 budget includes \$14.5 million for capital expenditures. A summary schedule of the capital budget can be found on pages 34-35. The charts below summarize the various funding sources and uses of the capital budget.

**Funding Sources - \$14,520,405**



**Funding Uses - \$14,520,405**



### FUNDING SOURCES

Funding for capital projects comes from various sources as noted in the chart above. A description of each of the various funding sources and the city's philosophy of funding capital projects is discussed below:

- **General Taxes & Revenue** – Each year, the general fund budget includes a predetermined increase to fund balance which is the excess of financing sources over financing uses listed in the schedule on page 8. Any additional excess is transferred to the capital projects fund at the end of the year and becomes the primary source of general taxes and revenue funding for the upcoming year. Most of the excess results from conservative revenue estimates as proscribed by the first revenue policy on page 21. The conservative revenue estimates also provide for better stability for the operating budget. If significant revenue surpluses do not occur, there is less money available for capital projects. However, in any given year, more capital projects are funded than can be completed in the next fiscal year which minimizes the impact.
- **Impact Fees** – Utah law allows municipalities to charge impact fees as a condition of development. Proceeds from these fees can only be used for capital facilities resulting from the impact of new development. Sandy charges impact fees to pay for the capital expansion associated with parks, trails, police, fire, storm drains, and water.
- **Grants** – Some capital funding comes from grants made available from the federal, state, or county governments. The FY 2010 budget includes \$4.5 million for the 1300 East improvements project. In addition grant funding may come at any time which will be adjusted midyear when actual amounts are known.
- **State Road Funds** – The current practice is to use 38.75% of the money received from the gasoline tax for capital projects or for debt service associated with bonding for capital projects. State Road Funding is further explained on pages 25-26.
- **Internal Service Charges** – The city's internal service funds charge other departments for services related to computers, fleet, and risk management. The current practice is to provide consistent ongoing funding for fleet replacements. The information services charge includes an amount sufficient to fund a capital plan that is further explained below.

- **User Fees** – User fees pay for services including water, storm drain, recreation, and golf. The fees are set at a level which provides ongoing funding for capital projects related to these services. For example, the City Council has specified that \$2 of the \$5 storm water fee go towards capital projects.

## CAPITAL POLICIES

By policy, a capital expenditure is for an asset that is tangible in nature with a useful life of more than two years. Additionally, a capital expenditure must meet the following capitalization thresholds:

Asset Category	Capitalization Threshold (in \$)	Useful Life (in years)
Land	0	N/A
Buildings	15,500	40
Improvements Other Than Buildings	15,000	20
Utility Plant in Service	15,500	25-33
Office Furniture and Equipment	7,500	5-10
Machinery and Equipment	7,500	5-10
Automobiles and Trucks	7,500	5-15
Infrastructure and Capital Improvements	15,000	5-40

Expenditures that do not meet the above thresholds are budgeted in the operating budget as equipment, improvements, or supplies.

## IMPACT ON THE OPERATING BUDGET

Capital projects are categorized as replacement or expansion projects. Replacement projects are routine in nature and involve the replacement or upkeep of existing assets. Ongoing commitment to replacement projects is important to the vitality and stability of the city. Expansion projects add to the asset base of the city and often result from policy decisions. Expansion projects also may have an impact on the operating budget either in terms of additional personnel, maintenance, utility, or other costs, or potentially in terms of additional revenue or operating savings. The departmental sections of this book divide capital projects into these two categories and provide information on the above issues in the narratives. Also included is more detailed information including a budget breakdown by project, budgeted expenditures for the prior year, and a three-year plan for future expenditures.

The following is a summary of the impact of the capital budget on the operating budget. Only included are those projects with a significant impact, meaning they would require additional staff or would result in any ongoing increase or decrease in the operating budget greater than \$10,000 per year. There are not currently any capital projects with a significant operating impact that have advanced enough in the planning stages to have such an impact quantified in detail. However, the following gives a general overview of some future capital projects and their potential impacts on the operating budget.

Project	Budget Impacted	Expected Impact
1228 – Historic Sandy Community Center	1-420 Parks & Cemetery	The capital budget for this project is currently in the planning stage and will not have an immediate impact on the operating budget. Construction is expected during FY 2013 – FY 2015. Eventual operating impacts will likely include increased revenues as well as expenditures to run the programs offered at the center.

Project	Budget Impacted	Expected Impact
12802 – Alta Canyon Recreation Center / Community Center	1-420 Parks & Cemetery	The capital budget for this project is currently just seed money that will not have an immediate impact on the operating budget. Construction is expected during FY 2013 – FY 2015. The addition to the Alta Canyon Recreation building will provide additional recreation services, as well as, a new community center. Although some operating costs may increase, some savings will also be recognized. The amounts will be determined as the planning of this project continues.
14050 – Quail Hollow Park	1-420 Parks & Cemetery	The capital budget for Quail Hollow Park will not have an immediate impact on the operating budget. Phase I construction is expected to begin in FY 2014 but will not require operating costs until FY 2015.

## THE CAPITAL PLANNING PROCESS

The City Council provides oversight for the capital budget. Council members review and adopt the budget in this book. Additionally, they review and approve the carryover of any unexpended funds in the prior year's budget. They also approve by resolution any budget adjustment at the project level during the year for all capital projects in governmental funds. The City Council also reviews and approves all master plans. The following is a summary of the planning processes that influence the capital budget.

Plan	Origin of the Plan	Elements of the Plan
Mayor and Council Planning Goals	The Mayor and Council annually hold a planning session. See pages 10-13 for more information.	The annual goals set by the Mayor and Council set the priority for the city budget. Their planning session uses input from the citizen survey, staff recommendations, and the planning documents listed below.
Budget Three-Year Capital Plan	See the individual department sections of this budget document.	As part of the annual budget process, and with input from all of the other planning processes, a three-year funding plan is incorporated into the budget document. The plan is based on a three-year estimate of revenue.
Water Master Plan	Originally adopted in 2000 and updated in 2003 and 2010.	Highlights of the plan components include: <ul style="list-style-type: none"> <li>• increase peak daily production capacity to 89.6 mgd by 2030,</li> <li>• increase the storage capacity to 40.9 million gallons by 2015,</li> <li>• better flows for fire suppression in key areas, and</li> <li>• rate recommendations for funding.</li> </ul>
Storm Water Master Plan	Last updated in 2009	With the objective to prevent flooding for storms less severe than a 10 year, 3 hour event, the plan does the following: <ul style="list-style-type: none"> <li>• identifies 20 projects totaling \$34.5 million,</li> <li>• prioritizes projects on the basis of several factors: <ul style="list-style-type: none"> <li>○ existing flooding problems,</li> <li>○ project phasing,</li> <li>○ concurrent construction, and</li> <li>○ alternate funding sources,</li> </ul> </li> <li>• implements a storm water fee to generate ongoing funding.</li> </ul>

Plan	Origin of the Plan	Elements of the Plan
Transportation Master Plan	Last updated in February 2010.	Highlights of the plan include: <ul style="list-style-type: none"> <li>projected growth by analyzing existing traffic volumes,</li> <li>recommended short-, medium-, and long-term projects,</li> <li>recommended work needed on an annual basis.</li> </ul>
Parks Master Plan	Last updated in August 2004; original plan completed in 1996.	Citizen survey identified 3 priorities: <ul style="list-style-type: none"> <li>remodel, refurbish, and update current parks and facilities,</li> <li>expand the trail system, and</li> <li>acquire land for neighborhood and community parks.</li> </ul>
Sandy Corners Master Plan	Community Development Department with Mayor & Council approval	Sandy Corners is a commercial/retail area located at 9400 South and 700 East. The stated goal of this plan is to: <ul style="list-style-type: none"> <li>create a walkable environment and efficient traffic flow,</li> <li>establish transit connections, and</li> <li>promote economically viable businesses.</li> </ul> This plan will not have a budget impact until future years.
South Towne Promenade Master Plan	Community Development Department with Mayor & Council approval	The South Towne Promenade is a wide street park connecting the South Towne Mall and Sandy City Hall. The plan includes these items: <ul style="list-style-type: none"> <li>additional trees and landscape features,</li> <li>walkways and pedestrian lighting, and</li> <li>a wetland interpretive and education center.</li> </ul>
Pavement Management Plan	The Public Works Department maintains and perpetually updates a pavement management database.	The policy is to: <ul style="list-style-type: none"> <li>maintain at least 80% of roads in good or better condition, and</li> <li>have no more than 10% in substandard condition.</li> </ul>
Information Services Capital Plan	This plan is generated by the IS division and reviewed by the IS Steering Committee; pp. 98-99 include the next three years of planned replacements.	This plan calculates a charge to city departments sufficient to replace the main network, core software systems, and the telephone system. Assumptions used in the analysis include: <ul style="list-style-type: none"> <li>an inventory of all equipment,</li> <li>the estimated useful life and projected replacement date, and</li> <li>the replacement cost.</li> </ul>
City Facilities Capital Plan	This plan is generated by the Building Maintenance Division; funding is included in project 1201 - Municipal Building (see page 51).	This plan calculates: <ul style="list-style-type: none"> <li>an inventory of all major systems in city buildings,</li> <li>the estimated useful life or maintenance schedule, and</li> <li>the related costs.</li> </ul>

## CAPITAL BUDGET - Summary by Department and Fund - FY 2011

Department/Project	Funding Sources							Total
	General Taxes & Revenue	Impact Fees	Grants	State Road Funds	Internal Service Charges	Storm Water Fees	Water Fees	
<b>General Government Facilities</b>								<b>\$ 200,000</b>
1201 - Municipal Building (see pg. 50)	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	200,000
<b>Capital Equipment</b>								<b>1,430,004</b>
Information Services (see pgs. 102-103)								
64001 - General Equipment	-	-	-	-	50,000	-	-	50,000
64004 - Document Imaging System	-	-	-	-	7,500	-	-	7,500
Fleet Purchases (see pg. 149)	-	-	-	-	1,349,900	-	-	1,349,900
Fleet - Capital Equipment (see pg. 148)	-	-	-	-	12,000	-	-	12,000
Water - Capital Equipment (see pg. 216)	-	-	-	-	-	-	10,604	10,604
<b>Streets &amp; Sidewalks (see pgs. 138-143)</b>								<b>2,350,099</b>
13090 - 10000 South Road Improvements	-	-	-	139,000	-	-	-	139,000
13168 - 10600 S 1300 to 1750 E (Matching)	-	-	-	281,500	-	-	-	281,500
13821 - Street Reconstruction	-	-	-	1,576,734	-	-	-	1,576,734
13822 - Hazardous Concrete Repair	-	-	-	241,000	-	-	-	241,000
19001 - Subdivision Bonds	100,000	-	-	-	-	-	-	100,000
23049 - Historic Sandy Infrastructure	-	-	11,865	-	-	-	-	11,865
<b>Parks &amp; Recreation (see pgs. 162-164)</b>								<b>250,982</b>
13029 - Streetscapes / Wall Replacements	150,000	-	-	-	-	-	-	150,000
14029 - Cemetery Irrigation Upgrades	8,100	-	-	-	-	-	-	8,100
14066 - Urban Fishery	24,382	7,500	-	-	-	-	-	31,882
14803 - Flat Iron Park	40,000	-	-	-	-	-	-	40,000
14860 - Bicentennial Park	21,000	-	-	-	-	-	-	21,000
<b>Water (see pgs. 217-219)</b>								<b>9,492,493</b>
51042 - Purchase of Water Stock	-	-	-	-	-	-	150,000	150,000
51063 - Metro Capital Assessment	-	-	-	-	-	-	4,210,322	4,210,322
51094 - 2010/2011 Waterline Projects	-	-	-	-	-	-	900,000	900,000
51810 - Replace Meters	-	-	-	-	-	-	900,000	900,000
51821 - Replace Well Equipment	-	-	-	-	-	-	300,000	300,000
51824 - Repair/Replace Booster Stations	-	-	-	-	-	-	50,000	50,000
51825 - Replace Pepperwood Tank	-	-	-	-	-	-	1,224,577	1,224,577
51826 - Replace Big & Little Canyon Wells	-	-	-	-	-	-	700,000	700,000
59001 - Public Utilities Operations Building	-	-	-	-	-	-	150,000	150,000
Water - Capitalized Labor and Material & Supplies	-	-	-	-	-	-	907,594	907,594
<b>Storm Water (see pgs. 223-224)</b>								<b>658,545</b>
55802 - Neighborhood Projects	-	-	-	-	-	340,353	-	340,353
Storm Water - Capitalized Labor and Material & Supplies	-	-	-	-	-	318,192	-	318,192

## CAPITAL BUDGET - Summary by Department and Fund - FY 2011

Department/Project	Funding Sources							Total
	General Taxes & Revenue	Impact Fees	Grants	State Road Funds	Internal Service Charges	Storm Water Fees	Water Fees	
<b>Electric Utility (see pg. 228)</b>								<b>133,782</b>
53003 Street Lighting Improvements	133,782	-	-	-	-	-	-	133,782
<b>Non-Departmental (see pg. 241)</b>								<b>4,500</b>
11099 Land Purchase Contingency	4,500	-	-	-	-	-	-	4,500
<b>Total Capital Projects</b>	<b>\$ 681,764</b>	<b>\$ 7,500</b>	<b>\$ 11,865</b>	<b>\$ 2,238,234</b>	<b>\$ 1,419,400</b>	<b>\$ 658,545</b>	<b>\$ 9,503,097</b>	<b>\$ 14,520,405</b>



## COMMUNITY PROFILE

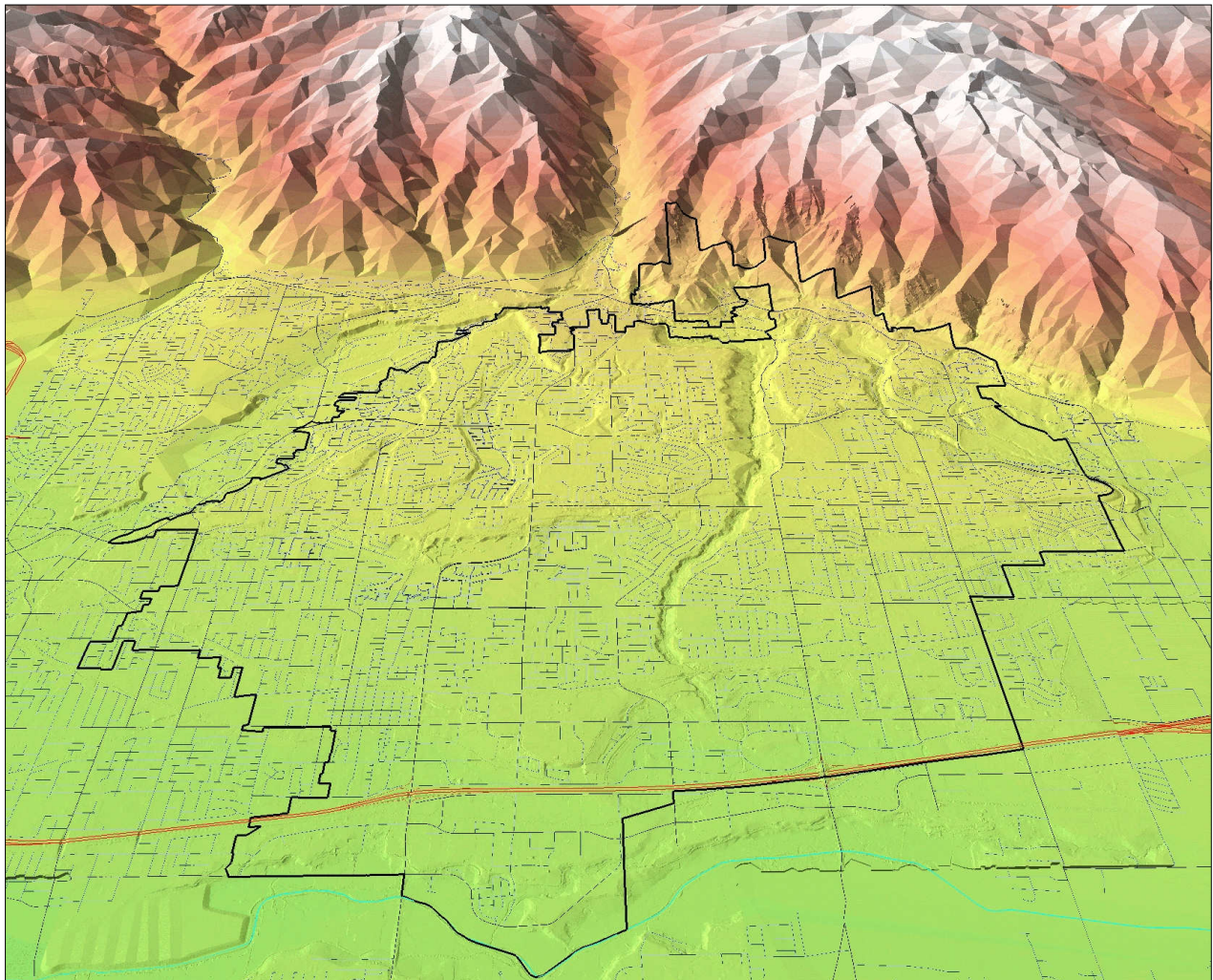
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Sandy City is Utah's fifth largest city. The nearby Wasatch Mountains provide water, recreational opportunities, and a scenic backdrop. The I-15 corridor and TRAX light rail line on the west side of the city provide both access to downtown Salt Lake City (approximately 15 miles to the north) and the opportunity to be a commercial center for the south end of the valley.

Sandy is home to several cultural, recreational, and entertainment venues, namely, the Sandy Amphitheater, the Living Planet Aquarium, the Sandy Museum, and Rio Tinto Stadium, home of Real Salt Lake soccer. Also, world-class ski resorts, such as Alta and Snowbird, are located just minutes away from Sandy's borders.

Sandy experienced tremendous growth both in land area and population during the past thirty years. Annexation of previously unincorporated land has resulted in growth from 6.6 square miles in 1970 to nearly 23 square miles today. Annexations combined with new construction resulted in population growth from 6,438 to 94,203 in that same time period. Many of the new homes built during the 70's and the 80's were bought by young families which resulted in one of the lowest median ages in the nation. In recent years, the population has aged as many of the children in the young families have grown and left home. The median age of Sandy City changed from 20.3 years in 1980 to 29.1 years in 2000. This demographic shift has had an affect on the city budget in such areas as declining participation in recreation programs and a reduced rate of growth in both sales tax revenue and state road funds which are based partially on population.

Commercial growth, however, continues along the I-15 corridor which in turn continues to fuel a strong economy and tax base and provides job opportunities for residents.



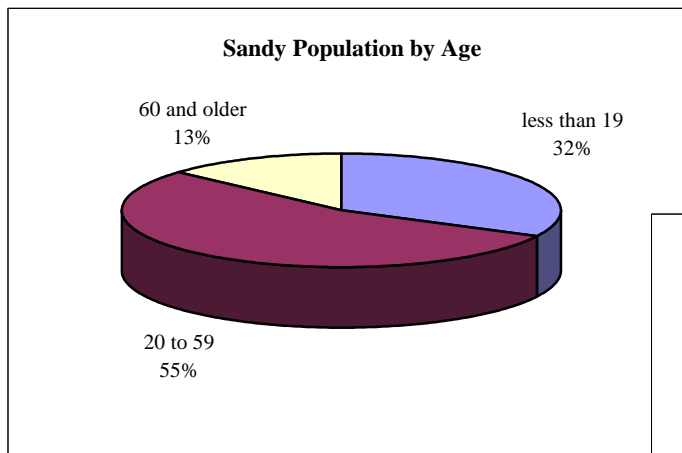
Sandy City border on a relief map produced by Sandy GIS staff (view is facing east; I-15 is shown in red)



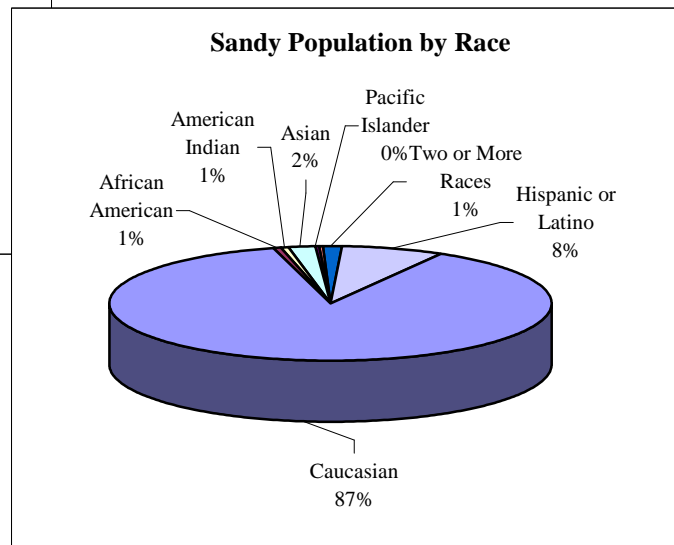
## COMMUNITY PROFILE (cont.)

<b>Date of Incorporation</b>	1893
<b>Form of Government</b>	Council - Mayor
<b>Median Family Income</b>	\$ 84,878
<b>Unemployment Rate (2009)</b>	2.8%

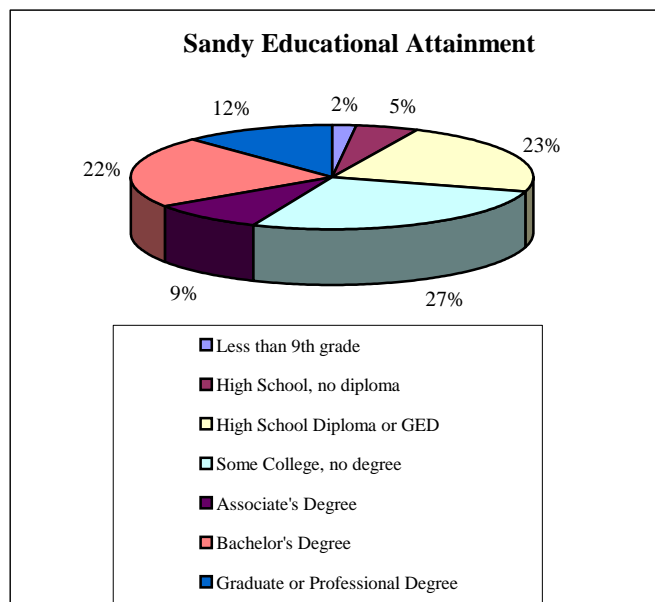
<b>Year</b>	<b>Population</b>	<b>Median Age</b>	<b>Area in Sq. Miles</b>
1950	2,095	-	1.3
1960	2,322	-	1.3
1970	6,438	20.3	6.6
1980	52,210	20.3	18.6
1990	75,058	22.9	20.3
2000	88,551	29.1	22.35
2005	93,096	29.1	22.81
2010 Est.	96,660	33.0	22.97



Source: Census Bureau Estimate



Source: 2000 Decennial Census



Source: American Community Survey, 2006

## COMMUNITY PROFILE (cont.)

2008 Labor Force	Avg. Annual	
	Wage	Employees
Finance, Insurance & Real Estate	45,168	2,501
Information	37,296	1,986
Trade, Transportation & Utilities	31,908	9,652
Manufacturing	48,252	2,800
Mining	51,024	32
Construction	44,028	3,906
Government	36,984	4,797
Services	28,590	16,504
	34,449	42,178

Source: Utah Department of Workforce Services

Building Permits		
Cal. Year:	Commercial	Residential
1999	45	167
2000	30	182
2001	36	166
2002	30	168
2003	35	177
2004	20	115
2005	43	159
2006	36	227
2007	31	115
2008	43	42
2009	11	27

Top Ten Property Taxpayers		2008 Assessed	% of Total
Taxpayer	Type of Business	Property Valuation	Assessed Valuation
Macerich Co.	Real Estate Investment Trust	\$ 189,844,800	2.58%
Lawrence & Karen Miller	Auto Mall/Business Complex	142,361,200	1.93%
Ronald Raddon	Commercial & Office Development	90,617,901	1.23%
The Boyer Company	Commercial & Office Development	65,438,900	0.89%
KBS South Towne, LLC	Apartment Complex	48,952,000	0.67%
Pacificorp	Electric Utility	41,313,789	0.56%
SSR Western Multifamily LLC	Apartment Complex	39,724,850	0.54%
Becton Dickinson & Company	Pharmaceutical Manufacturing	38,983,100	0.53%
Magna Investment	Commercial & Office Development	36,439,200	0.50%
Qwest Communications	Telephone Communications	24,714,989	0.34%
Total		<u>\$ 718,390,729</u>	9.77%

Sources: Utah State Tax Commission and Salt Lake County Assessment Records

Top Ten Sales Taxpayers
Best Buy
Champion Ford
Costco
Harmon City INC
Larry H Miller Chrysler Jeep
Stockton to Malone
Super Target
USTC Motor Vehicle
Utah Power & Light
WalMart Supercenter

Major Employers
Becton Dickinson
ACS Business Processing Solutions
Sandy City
WalMart
Harman Music Group Inc
E Trade Financial
Alta View Hospital
UCN Inc/INCONTACT
Aetna Behavioral Health
Macey's Grocery Store